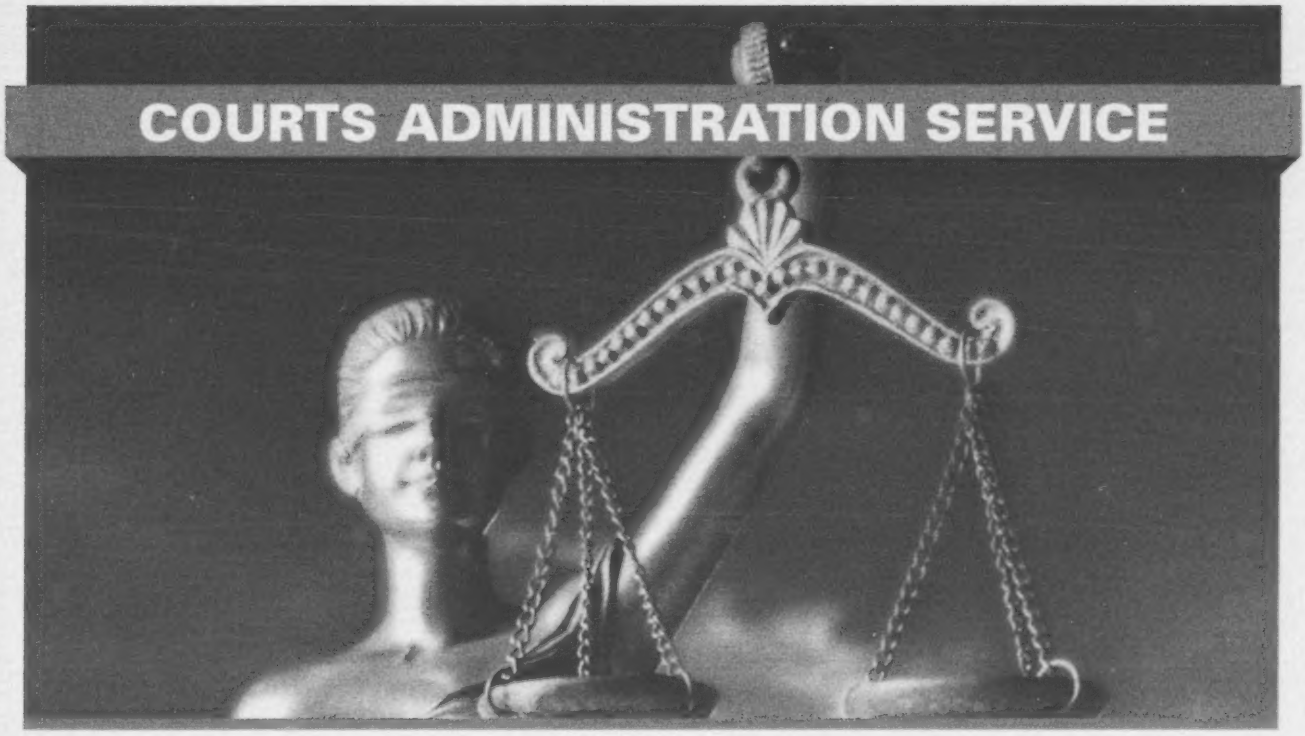

2013–14 ANNUAL REPORT

SUPPORTING THE DELIVERY OF JUSTICE FOR ALL CANADIANS

HTML accessible version

Courts Administration Service
Service administratif des tribunaux judiciaires

Canada

Message from the Chief Administrator

For over ten years, the Courts Administration Service (CAS) has dedicated its efforts to provide registry, judicial and corporate services to the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada. By supporting the members of the four superior courts and their clients, CAS has effectively contributed to the maintenance of an independent and effective judiciary, which underlies Canada's justice system.

In 2013–14, CAS deployed all necessary efforts to enhance its core services and meet its priorities. To meet the changing workload requirements and the essential needs of the four courts, CAS worked closely with them to identify and prioritize their specific needs and seek possible efficiencies. We refined our intelligence-led security strategies to support the modernization and deployment of security systems, and we laid the ground work to optimize our information technology infrastructure and provide better tools to the courts and employees.

While the past year has presented increasing financial and workload pressures, CAS employees continued to carry out their tasks with dedication and professionalism. I am grateful for their invaluable contribution, as well as for the continued support of the Chief Justices, the Judges and the Prothonotaries.

As the Chief Administrator of CAS, I am pleased to report on the achievements of our organization in this 2013–14 Annual Report Report.

Daniel Gosselin, FCPA, FCA
Chief Administrator

Our Mission

Provide timely and accurate registry, judicial and corporate services to the four superior courts and to their clients in the most innovative and effective manner, while promoting a healthy workplace and encouraging employees' ongoing contribution to service delivery excellence.

Our Values

Transparency – We aim to provide timely and unfettered access to clear and accurate information.

Respect – We recognize that our employees are entitled to work in a harassment-free environment where everyone can freely express their opinions without fear of recrimination or reprisal.

Innovation – We encourage a work environment that fosters creativity and new ideas to improve our business practices and the quality of our services.

Wellness – We advocate attitudes and activities in the workplace which generate a sense of spirit and belonging, that have a potential to improve overall physical and mental health, and that facilitate, encourage and promote fun and a balanced work and personal life.

Excellence – We strive to be exemplary in everything we do.

Our Priorities

- **Maintain core judicial and registry services** to the four courts.
- **Strengthen security** for members of the courts, their users and employees.
- **Modernize technology** to support the smooth running of the courts.
- **Maximize the use of our limited resources** while ensuring the long term financial sustainability of CAS.
- **Foster a positive and empowering work environment** which addresses the needs of our employees.
- **Improve communications** to create a more engaged workforce and cohesive organizational culture.

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PART I
Overview

The Courts Administration Service (CAS) was established on July 2, 2003, by the *Courts Administration Service Act,* S.C. 2002, c.8. The role of CAS is to provide registry, judicial and corporate services to the four federal superior courts of record, thereby helping to maintain the independence of these courts from the government. The four courts served by CAS are the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada.

The services provided by CAS enable the courts to function and members of the courts to hear and resolve cases in a fair, expeditious and efficient manner. They assist individuals, organizations and the Government of Canada in submitting disputes and other matters to the courts.

Mandate

Pursuant to section 2 of the *Courts Administration Service Act* (the Act), CAS is mandated to:

- facilitate coordination and cooperation among the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court and the Tax Court of Canada for the purpose of ensuring the effective and efficient provision of administrative services;
- enhance judicial independence by placing administrative services at arm's length from the Government of Canada and by affirming the roles of chief justices and judges in the management of the courts; and
- enhance accountability for the use of public money in support of court administration while safeguarding the independence of the judiciary.

Judicial Independence

Judicial independence is a cornerstone of the Canadian judicial system. Under the Constitution, the judiciary is separate from, and independent of, the executive and legislative branches of the Government of Canada. Judicial independence is a guarantee that judges will make decisions free of influence and based solely on fact and law. It has three components: security of tenure, financial security and administrative independence.

Role of the Chief Administrator

The Chief Administrator of CAS is the Chief Executive Officer of the organization and is accountable to Parliament through the Minister of Justice.

Subsections 7(2) and 7(3) of the *Courts Administration Service Act* specify that the Chief Administrator has all the powers necessary for:

- providing effective and efficient management and administration of court services, including court facilities, libraries, corporate services and staffing; and
- structuring registry operations and preparing budgets, in consultation with the Chief Justices of the four Courts, for the requirements of those Courts and the related needs of CAS.

Section 8 of the Act provides that the Chief Justices are responsible for the judicial functions of their courts; this includes the power to determine the sittings of the Court, assign judges to sittings, determine the sitting schedules and places of sittings for judges and determine the total annual, monthly and weekly workload of judges. Moreover, officers, clerks and employees of CAS act at the direction of the respective Chief Justices in matters that are assigned by law to the judiciary.

Subsections 7(4) and 9(1) of the Act place two specific restrictions on the powers of the Chief Administrator:

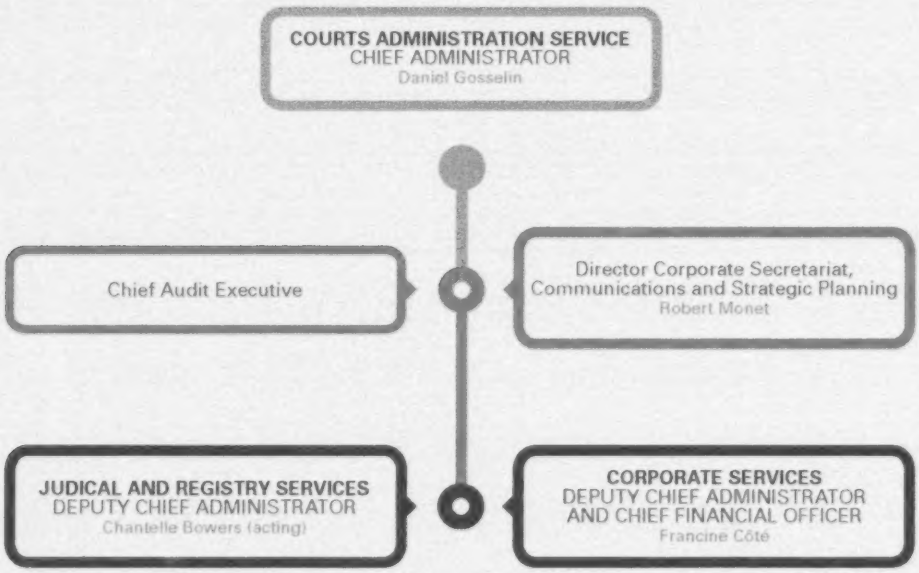
- the powers of the Chief Administrator do not extend to any matter assigned by law to the judiciary; and
- a Chief Justice may issue binding directions in writing to the Chief Administrator with respect to any matter within the Chief Administrator's authority.

These sections were designed to ensure the institutional independence of the four federal courts from the other branches of the government, the executive and the legislative, while providing appropriate accountability for the funding provided by Parliament for the operation of the Courts.

Organizational Structure and Governance

Organizational Structure

The organizational structure is designed to best support CAS in delivering on its mandate and enhance leadership and coordination at all levels. The senior management team includes the Chief Administrator and two Deputy Chief Administrators.



Judicial and Registry Services

The Judicial and Registry Services Branch provides the four Courts with appropriate and adequate support to enable them to execute their judicial functions effectively and efficiently.

Judicial services support members of the four courts in discharging their judicial functions through executive legal officers, senior legal counsel, judicial administrators, law clerks, jurilinguists, judicial assistants, library personnel and court attendants. The services include legal services and judicial administrative support, research, revision, linguistic and terminological advice, translation, media contacts, administrative support and liaison with bar associations across Canada.

Registry services are delivered across the country on behalf of the four Courts. The registries process legal documents, provide information to litigants on court procedures, maintain court records, participate in court hearings as required by the judiciary, support and assist in the enforcement of court orders, and work closely with the Offices of the four Chief Justices to ensure that matters are heard and decisions are rendered in a timely manner. Registry services are offered in every province and territory through a network of permanent offices, and agreements with provincial and territorial partners.

Corporate Services

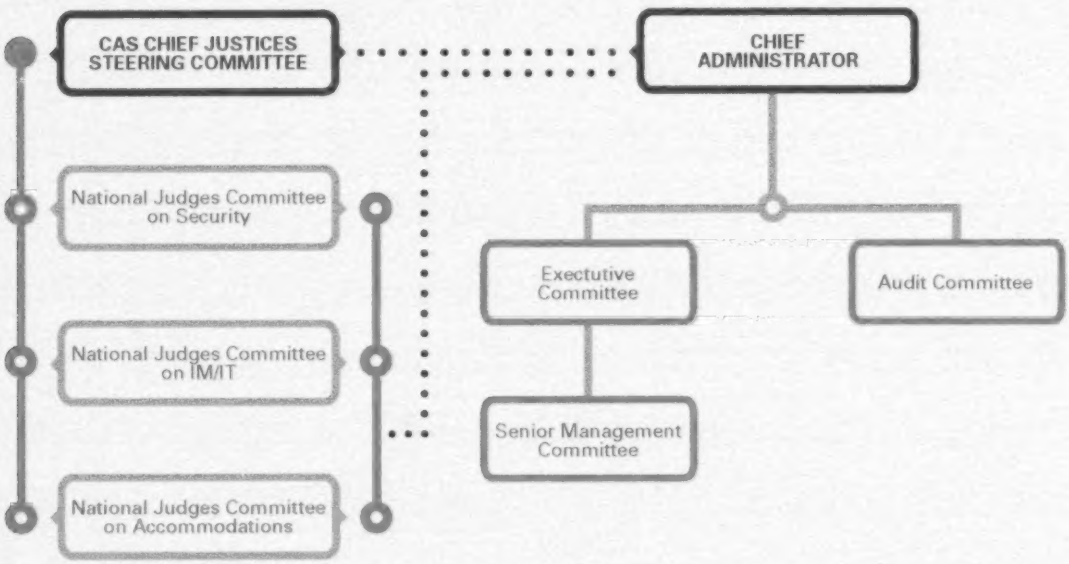
The Corporate Services Branch supports the full range of corporate operations and functions by managing activities and resources which apply across the organization.

The Branch provides overall corporate leadership and infrastructure to integrate and deliver a variety of management frameworks and services in support of the operations, objectives, priorities and requirements of the four federal courts and CAS. The Branch also provides key operational services which assist the four courts and their respective registries in carrying out their activities.

The services offered by the Branch are: Finance and Materiel Management; Human Resources, Information Management and Information Technology (IM/IT), Security, Facilities and Administrative Services, and Project Management and Business Analysis.

Senior Committee Structure

CAS's governance is facilitated by a number of committees which help determine the requirements of each Court and make informed decisions on key issues.



The CAS Chief Justices Steering Committee assists the Chief Administrator with respect to CAS' priorities, risks, budget allocations and other significant matters affecting the conduct of the courts. The Chief Justices Steering Committee is supported by three National Judges Committees (Security, Information Management/Information Technology [IM/IT] and Accommodations) and its membership includes representatives of each of the courts and CAS. These national committees promote collaboration on decision-making, support the prudent and efficient management of resources, and improve communications between the courts and CAS.

The Executive Committee is the organization's most senior decision-making body. The Executive Committee is supported by the Senior Management Committee, which plays an important role in all planning activities and also assists the decision-making process by reviewing operational and policy issues and making recommendations to the Executive Committee.

CAS Chief Justices Steering Committee

The mandate of the CAS Chief Justices Steering Committee is to provide a forum to discuss decisions which affect the governance of CAS, and questions which pertain to CAS relations with federal partners, in order to preserve judicial independence in keeping with the purposes of the *Courts Administration Service Act* (s.2) and the respective roles and responsibilities of the Chief Justices and Chief Administrator as provided for under the Act. The Chief Administrator chairs the Committee.

National Judges Advisory Committees

The CAS governance structure includes three subject matter Judges Advisory Committees on Security, IM/IT and Accommodations. These committees facilitate judicial involvement and collaboration on decisions pertaining to their respective areas. Sitting on each committee are judicial representatives from each of the four courts, supported by functional members from CAS. The committees submit their recommendations to the CAS Chief Justices Steering Committee for consideration and endorsement. The Chief Administrator chairs all three committees.

Executive Committee

The mandate of the Executive Committee is to support the Chief Administrator in making informed and responsible decisions pertaining to the management and administration of the organization and to the services it provides to the four courts. The Executive Committee serves as a forum for establishing the strategic direction on a wide range of issues, identifying corporate needs and considering the potential outcome of decisions on the priorities and resources of the organization and the four courts.

Senior Management Committee

The Senior Management Committee (SMC) plays an important role in all planning activities and also assists the decision-making process by reviewing operational and policy issues and making recommendations to the Executive Committee. It is also responsible for the implementation of final decisions taken by the Executive Committee. Membership comprises the executive cadre of the organization.

Audit Committee

The Audit Committee (AC) provides the Chief Administrator with advice an recommendations regarding the sufficiency, quality and results of assurance on the adequacy and functioning of CAS's risk management, control and governance frameworks and processes, including accountability and auditing systems. Its membership includes the Chief Administrator, who also chairs the Committee, and two external members: Ms. Leslie Sandra Holland, Q.C., and Mr. James D. Wright, CPA, CA.

PART II
The Courts We Support

CAS's service delivery model is centered on meeting the specific requirements of four separate and independent courts, each with distinct priorities, challenges, expectations and client needs.

The role of CAS is to provide administrative services to the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada. These four courts are superior courts of record. They were established by the Parliament of Canada pursuant to its authority under section 101 of the *Constitution Act, 1867* "for the better administration of the Laws of Canada."

In the exercise of their respective roles, each court makes decisions, interprets and establishes precedents, sets standards and raises questions of law on matters which affect the lives of Canadians and foreigners. The services provided by CAS permit individuals, companies, organizations and the federal and provincial governments to submit disputes and other matters to the courts, and enable the courts to hear and resolve the cases before them fairly, expeditiously and as efficiently as possible.

Federal Court of Appeal

The Federal Court of Appeal is a national, bilingual, bijural, superior court of record, which has jurisdiction to hear appeals of judgments and orders, whether final or interlocutory, of the Federal Court and the Tax Court of Canada. It may also review decisions of certain federal tribunals pursuant to section 28 of the *Federal Courts Act* and hear appeals under other acts of Parliament.

Further information on the Federal Court of Appeal can be found at: www.fca-caf.gc.ca.

The following statistics provide a record of the workload handled by the employees of the Judicial and Registry Services Branch in support of the Federal Court of Appeal.

Federal Court of Appeal	**2013-14**	**2012-13**	**2011-12**	**2010-11**	**2009-10**
Proceedings Instituted or Filed	496	595	471	527	542
Court Judgments, Orders and Directions Processed by the Registry	1,600	1,554	1,588	1,674	1,272
Files prepared for hearing and heard in Court	289	278	334	370	356
Days in Court	185	187	226	246	215
Recorded Entries	21,053	20,622	20,566	20,632	20,506
Total Dispositions	**541**	**490**	**511**	**565**	**629**
Active Proceedings as of March 31	**2013-14**	**2012-13**	**2011-12**	**2010-11**	**2009-10**
Appeals from Federal Court (Final Judgment)	169	122	137	131	164
Appeals from Federal Court (Interlocutory Judgment)	64	58	46	35	35
Appeals from Tax Court of Canada	95	86	96	145	118
Applications for Judicial Review	47	182	65	75	102
Others	38	19	16	17	28
Total	**413**	**467**	**360**	**403**	**447**
Status as of March 31	**2013-14**	**2012-13**	**2011-12**	**2010-11**	**2009-10**
Not perfected	267	251	234	258	294
Perfected	44	23	28	37	39
Consolidated	32	119	20	22	14
Reserved	28	15	24	18	15
Scheduled for hearing	21	43	36	46	72
Stayed	21	16	18	22	13
Total	**413**	**467**	**360**	**403**	**447**

Federal Court

The Federal Court is a national, bilingual, bijural, superior court of record, which hears and decides legal disputes arising in the federal domain. It is the successor to the Exchequer Court of Canada which was established in 1875. The jurisdiction of the Federal Court derives primarily from the *Federal Courts Act*, though over 100 other federal statutes also confer jurisdiction on the Court. The Federal Court has original, but not exclusive, jurisdiction over proceedings by and against the Crown (including Aboriginal law claims), and proceedings involving admiralty law and intellectual property law. It has exclusive jurisdiction to hear certain national security proceedings as well as applications for judicial review of the decisions of most federal boards, commissions and tribunals. This includes applications for judicial review of decisions of the Immigration and Refugee Board.

Further information on the Federal Court can be found at: www.fct-cf.gc.ca.

The following statistics provide a record of the workload handled by the employees of the Judicial and Registry Services Branch in support of the Federal Court.

Federal Court	**2013-14**	**2012-13**	**2011-12**	**2010-11**	**2009-10**
Proceedings Instituted or Filed	37,275	38,441	31,527	30,786	33,866
General Proceedings and Immigration	10,153	13,940	12,379	9,766	8,692
Income Tax Act certificates	14,846	13,277	10,737	12,333	15,630
Excise Tax Act certificates	11,956	10,795	7,789	8,147	9,077
Other instruments and certificates	320	429	622	540	467
Court Judgments, Orders and Directions Processed by the Registry	20,864	23,387	22,184	21,205	19,866
Files prepared for hearing and heard in Court	4,065	5,493	4,385	4,215	4,407
Days in Court	3,057	3,042	2,961	2,996	3,019
Recorded Entries	261,071	287,878	254,147	238,525	233,038
Total Dispositions – General Proceedings and Immigration	11,460	11,610	10,555	9,362	8,821
Active Proceedings as of March 31	**2013-14**	**2012-13**	**2011-12**	**2010-11**	**2009-10**
Aboriginal	216	232	240	210	224
Other appeals provided for by law	196	156	142	120	109
Admiralty	196	233	234	270	284
Intellectual property	543	532	548	626	677
Immigration	5,251	6,835	4,705	2,895	2,565
Crown	456	341	291	315	305
Judicial Review	859	783	747	702	668
Patented Medicines Regulations	67	88	74	71	70
Total	**7,784**	**9,200**	**6,981**	**5,209**	**4,902**
Status as of March 31	**2013-14**	**2012-13**	**2011-12**	**2010-11**	**2009-10**
Not perfected	3,703	6,477	4,650	3,511	3,303
Perfected	1,323	1,490	759	570	696
Consolidated	197	64	37	61	30
Reserved	160	208	207	144	127
Scheduled for hearing	594	641	636	481	422
Stayed	1,807	320	692	442	324
Total	**7,784**	**9,200**	**6,981**	**5,209**	**4,902**

Court Martial Appeal Court of Canada

The Court Martial Appeal Court of Canada is a national, bilingual, superior court of record, which hears appeals of court martial decisions. Courts martial are military courts established under the *National Defence Act*, which hear cases under the *Code of Service Discipline*.

Further information on the Court Martial Appeal Court of Canada can be found at: www.cmac-cacm.ca.

The following statistics provide a record of the workload handled by the employees of the Judicial and Registry Services Branch in support of the Court Martial Appeal Court of Canada.

Court Martial Appeal Court of Canada	2013-14	2012-13	2011-12	2010-11	2009-10
Proceedings Instituted or Filed	11	9	6	5	10
Court Judgments, Orders and Directions Processed by the Registry	53	27	24	33	54
Files prepared for hearing and heard in Court	14	3	8	3	10
Days in Court	13	3	8	2	10
Recorded Entries	535	282	260	311	534
Total Dispositions	**9**	**5**	**5**	**10**	**10**
Active Proceedings as of March 31	**2013-14**	**2012-13**	**2011-12**	**2010-11**	**2009-10**
Application for review of a direction	0	0	0	0	0
Notice of Appeal	10	8	5	4	11
Application for review of an undertaking	0	0	0	0	0
Notice of motion commencing an appeal	0	0	0	0	0
Total	**10**	**8**	**5**	**4**	**11**
Status as of March 31	**2013-14**	**2012-13**	**2011-12**	**2010-11**	**2009-10**
Not perfected	5	5	2	1	5
Perfected	0	1	1	1	0
Consolidated	0	0	0	0	0
Reserved	5	0	2	0	5
Scheduled for hearing	0	2	0	2	1
Stayed	0	0	0	0	0
Total	**10**	**8**	**5**	**4**	**11**

Tax Court of Canada

The Tax Court of Canada is a national, bilingual, bijural, superior court of record, which has exclusive original jurisdiction to hear appeals and references pursuant to fourteen acts of Parliament. Most of the appeals filed with the Court are on matters arising under: *Income Tax Act*, Part IX of the *Excise Tax Act* (GST), Part IV of the *Employment Insurance Act*, and Part I of the Canada Pension Plan. The constitution of the Tax Court of Canada is established by section 4 of the *Tax Court of Canada Act*.

Further information on the Tax Court of Canada can be found at: www.tcc-cci.gc.ca.

The following statistics provide a record of the workload handled by the employees of the Judicial and Registry Services Branch in support of the Tax Court of Canada.

Tax Court of Canada	2013-14	2012-2013	2011-12	2010-11	2009-10
Proceedings Instituted or Filed	5,316	5,381	4,750	4,222	4,444
Court Judgments, Orders and Directions Processed by the Registry	12,031	9,544	9,637	11,793	10,333
Files prepared for hearing and heard in Court	1,059	914	984	1,182	1,175
Days in Court*	1,835	1,800	1,908	2,126	2,066
Recorded Entries	177,342	147,884	147,484	158,102	145,614
Total Dispositions	**5,634**	**4,406**	**4,859**	**4,998**	**4,373**
Active Proceedings as of March 31	**2013-14**	**2012-13**	**2011-12**	**2010-11**	**2009-10**
Goods and Services Tax	1,086	1,390	1,299	1,145	1,014
Income Tax	6,410	6,335	5,482	5,616	6,152
Employment Insurance and Canada Pension Plan	484	470	224	291	593
Others	4	25	157	167	277
Total	**7,984**	**8,220**	**7,162**	**7,219**	**8,036**
Status as of March 31	**2013-14**	**2012-13**	**2011-12**	**2010-11**	**2009-10**
Not perfected	1,134	1,417	1,432	789	815
Perfected	1,425	1,897	1,450	2,355	2,772
Reserved	134	110	95	149	160
Awaiting timetable	154	267	150	107	212
Scheduled for hearing	1,466	1,074	1,150	764	904
Specially Managed Cases	2,214	1,747	1,454	1,724	1,811
Awaiting another decision	1,457	1,708	1,431	1,331	1,362
Total	**7,984**	**8,220**	**7,162**	**7,219**	**8,036**

* For the Tax Court of Canada, "Days in Court" is defined as the number of court sitting days scheduled.

Serving the Courts across Canada

The four courts served by CAS are itinerant courts that sit and hear cases across Canada.

In 2013–14, CAS had 595 employees in permanent offices in ten cities across Canada. The head office is located in Ottawa and its main regional offices are in Montréal, Toronto and Vancouver. Where CAS does not have local offices, court accommodations are provided through arrangements with provincial courts, commercial leases or in other facilities throughout Canada.

Information on CAS's permanent offices across Canada can be found on CAS's website at: http://cas-ncr-nter03.cas-satj.gc.ca/portal/page/portal/CAS/locations_eng

PART III
The Year in Brief

Maintain core judicial and registry services

In 2013-14, CAS continued to focus on maintaining its capacity to deliver on its mandate by prioritizing the allocation of its limited resources to meet the essential needs of the four courts and by taking action on various initiatives to improve core services and alleviate financial pressures.

CAS made further progress with the implementation of its cost containment strategy to continue to provide responsive administrative and legal services to members of the courts. Measures to lower the cost of doing business included the pooling of resources to address workload pressures, the cross training of employees to increase organizational capacity to meet service demand, and the forming of strategic alliances with other organizations to share resources where appropriate.

On the technology enabling front, the Digital Audio Recording System (DARS) standalone version represents an important, albeit early, step towards electronic courtrooms and the concomitant anticipated cost savings. DARS supports technology-enabled hearings by streamlining processes for recording and transcribing court proceedings. DARS is currently fully operational at the Federal Court and at the Tax Court of Canada. A standalone version is being used at the Federal Court of Appeal on an experimental basis. In some regions where CAS does not have permanent offices, the use of DARS depends on equipment availability. A networked version of DARS can only be implemented after IT infrastructure enhancements have been addressed.

Efforts were also concentrated on maintaining and updating the IT infrastructure (including legacy systems), in an attempt to prevent disruption of court operations. Improvements to various electronic systems were made to reduce dependency on paper, and enhance accessibility of records to increase operational efficiency. To better support access to justice for self-represented litigants, CAS improved the layout, design, content and search functionality of the courts' websites.

At the Federal Court, CAS supported a pilot project for the development and implementation of an electronic trial to enable the Court to efficiently handle very large amounts of evidence, pleadings, interlocutory orders, exhibits, reports, documents and transcripts of testimony. The anticipated benefits of this two-year project include more efficient processing and review of court exhibits and an overall reduction in the number of trial days. The success of this project supports moving forward on the implementation of electronic courts.

To ensure the delivery of core services to the four itinerant courts in the provinces and territories where CAS does not have local offices, standardized service arrangements were negotiated and renewed. In addition, a new Policy on the Use of Space by External Entities was developed to maximize the utilization of space and allow other organizations, tribunals and courts to access CAS facilities when available and vice versa. This approach aims to

maximize the efficient use of resources, strengthen interdepartmental and intergovernmental partnerships and permit CAS to benefit from the use of space and services under the administration and control of its partners.

On the judicial services front, CAS assisted with the implementation of the practice guidelines for alternative dispute resolution of the Federal Court proceedings involving Aboriginal litigants. CAS also supported the Aboriginal Law Bar Liaison Committee, and provided regulatory assistance to the Rules Committee on draft rules published in the *Canada Gazette* (Jan. 2014). Additionally, CAS provided support to the Tax Court of Canada Rules Committee in preparing amendments to the Tax Court of Canada Rules which were published in the *Canada Gazette* (Feb. 2014).

Finally, CAS completed a review of its electronic and print information services, the consolidation of print library collections, the development of an online Book of Authorities including the Federal Court of Appeal and Federal Court Common List of Authorities in Patent Law and Trade-Mark Law, and the replacement of its print collection with electronic documents and subscriptions. A suite of library policies and procedures was developed to streamline CAS's holdings, and a new Digital Depository was implemented to facilitate online access to electronic decisions and publications.

Strengthen security

In 2013–14, CAS initiated a number of activities to strengthen its intelligence-led security strategies and to better identify potential security threats and mitigation strategies. These activities included the completion of a Federal Courts System Threat and Risk Assessment (TRA) which led to a review of CAS's National Security Strategy and the development of an action plan to address the findings of the TRA. The assessment is a key strategic driver in identifying the security level required to protect members of the courts, employees, court users and the public.

CAS consulted with central agencies and key stakeholders to review the adequacy of the legislative framework for providing court security and to confirm roles and responsibilities. Work was initiated in consultation with the members of the courts to begin implementation of some of the TRA recommendations as part of the CAS national security program.

A Directive on Security Management was developed to support decision-making and accountability for CAS security activities. The Directive strengthens governance and management of departmental security operations, ensuring that related initiatives are centrally coordinated, regionally harmonized and systematically woven into day-to-day operations and court business.

As part of its security strategies, CAS refined its Hearing Risk Management Process (HRMP) to identify as early as possible potential threats and risks associated with the conduct of hearings and corresponding security measures to mitigate those risks. The HRMP will facilitate the consistent application of security measures across the country.

Finally, CAS developed a Strategic Emergency Management Plan to ensure appropriate responses to emergency situations are aligned with government-wide emergency management practices and protocols. CAS also began reviewing its business continuity plans to minimize or mitigate the potential impacts of significant incidents or catastrophic events that could interrupt essential services.

Modernize technology

CAS's IT strategies focused on transformational initiatives and plans aimed at addressing IT performance, emerging priorities and the development of a Life Cycle Management Plan. However, budget constraints prevented the completion of planned equipment and systems upgrades that are critical to successfully addressing the full spectrum of IT issues.

To mitigate some of the risks associated with aging systems and inadequate tools, CAS developed an IT performance and upgrade strategy and roadmap, which included various initiatives and cost effective solutions to enhance network performance, improve IT infrastructure and client service, and upgrade operating systems, business applications and software solutions. This also included the acquisition and testing of new software and the migration of court records to a new database platform. In 2013-14, CAS made progress in replacing some rusted-out technological components and continued optimizing of the new data centre to enhance its ability to address more complex requirements.

A network assessment and infrastructure optimization study was launched to enhance the strategies and plans aimed at addressing the organization's IT network performance issues and to optimize the IT infrastructure in order to meet the current and future needs of electronic courts and registry operations.

Through its Enterprise Project Management Office, CAS continued to improve its project management capacity by providing oversight and direct support to key stakeholders in accordance to its Project Management Framework.

CAS streamlined business processes to reduce the need for hard copies of documents in the management of the Law Clerk program; in particular, the Law Clerk On-Line Application system simplified the process for identifying candidates for Law Clerk positions.

In order to increase support to the members of the courts on travel and at CAS offices across Canada, CAS initiated a project to enhance remote connections. This initiative ensures improved accessibility and connectivity to the courts records required for day-to-day business. In addition, CAS updated the websites of the four courts to meet accessibility requirements and enhance search functionalities.

Maximize the use of our limited resources

CAS continued to face significant financial pressures that threaten its long-term sustainability. While CAS implemented a number of initiatives aimed at optimizing the use of resources, there remain significant program integrity concerns. Consequently, in 2013-14, CAS continued to work with central agencies and stakeholders to identify viable, long-term solutions to address program integrity issues.

Throughout the year, CAS maintained its rigorous budget allocation and reallocation to meet its pressing operational priorities. Through ongoing consultations with the Chief Justices committee, CAS ensured that resources were aligned to address the critical needs of the court.

To further realize cost savings, CAS undertook initiatives to increase automation and the use of technology, including the implementation of a translation database, the development of an IT costing database, enhancements to management dashboard performance, budget

upload automation and salary process improvements. Further enhancements that could realize medium to long term cost savings will however require further investments.

Foster a positive and empowering work environment

Organizational realignment in the Human Resources Division improved the business delivery model and is expected to provide a useful path for succession planning while meeting current and future organizational needs.

CAS undertook consultations to verify the effectiveness of the 2011 Public Service Employee Survey action plans. The implementation of the plans is expected to promote a more productive and engaged workforce and help address concerns raised by employees.

In keeping with government-wide initiatives, particular attention was devoted to the implementation of the Directive on Performance Management, disability management and the development of an Integrated Human Resources Management Planning Framework. CAS also completed the Occupational Health and Safety Hazard Prevention analyses aimed at advancing the well-being of its employees.

Improving communications

CAS restructured and streamlined communications services to better respond to and support evolving program needs. A number of services designed to enhance key stakeholders' understanding and awareness of CAS and the courts were provided.

In 2013-14, CAS developed a Strategic Communications Plan to inform the organization's activities with emphasis on effective communication strategies and tools to improve the quality, timeliness, relevance and flow of information. The plan was developed with stakeholders' consultation.

To ensure the availability of court accommodations across the country, CAS maintained ongoing and open communications with provincial and territorial governments. CAS also supported initiatives to enhance key stakeholders' understanding of important changes impacting the federal courts' processes.

Throughout the reporting period, CAS reinforced its partnerships through active participation on a number of regional councils and inter-ministerial committees including the Federal-Provincial-Territorial Heads of Courts Administration and the Association of Canadian Court Executive Officers. These fora promote effective communications through information exchange and the sharing of best practices across organizations and jurisdictions.

PART IV
Financial Statements Highlights

Courts Administration Service Condensed Statement of Operations and Departmental Net Financial Position (unaudited) For the Year Ended March 31, 2014 (dollars)					
	2013–14 Planned Results	2013–14 Actual	2012–13 Actual (Restated[1])	Difference (2013–14 actual minus 2013–14 planned)	Difference (2013–14 actual minus 2012–13 actual)
Total expenses	99,950,591	95,230,581	93,967,006	(4,720,010)	1,263,575
Total revenues	7,610	3,850	3,798	(3,760)	52
Net cost of operations before government funding and transfers	**99,942,981**	**95,226,731**	**93,963,208**	**(4,716,250)**	**1,263,523**
Departmental net financial position	**688,035**	**2,408,490**	**(457,614)**	**1,720,455**	**2,866,104**

[1] Note: During the preparation of CAS's financial statements for the fiscal year ended March 31, 2014, errors were identified in the financial statements of prior periods. The corrections have been reported retroactively and comparative information has been restated. These are related to the capitalization of salary costs and the accounting treatment of certain tangible capital assets.

Statement of Operations and Departmental Net Financial Position

Expenses: CAS's total expenses were $95,230,581 in 2013-14 ($93,967,006 in 2012-13). The largest components in the increase of $1,263,575 (1%) were increases of $403,847 in amortization of tangible capital assets and $285,089 in professional and special services.

- *Salaries and employee benefits:* Salary and employee benefit expenses were $53,183,830 in 2013-14 ($52,998,803 in 2012-13). The $185,027 (0.4%) increase compared to 2012-13 is primarily due to the completion of severance liquidation payments in 2013-14. More than half of CAS's total expenses consist of salaries and employee benefits.
- *Operating:* Operating expenses were $42,046,751 in 2013-14 ($40,968,203 in 2012-13). The $1,078,548 (3%) increase compared to 2012-13 is attributable to increases of $403,847 in amortization of tangible capital assets, and $285,089 in professional and special services, and other minor variances totaling $389,612.

Revenues: The majority of CAS's revenues are earned on behalf of Government. Such revenues are non-respendable, meaning that they cannot be used by CAS, and are deposited directly into the Consolidated Revenue Fund (CRF). CAS earns a small amount of respendable revenue from the sale of Crown assets. CAS's gross revenues were $3,017,798 in 2013-14 ($5,611,564 in 2012-13) and net revenues were $3,850 in 2013-14 ($3,798 in 2012-13).

Courts Administration Service Condensed Statement of Financial Position (unaudited) As at March 31, 2014 (dollars)			
	2013–14	**2012–13 (Restated[1])**	**Difference (2013–14 minus 2012–13)**
Total net liabilities	15,460,196	15,115,530	344,666
Total net financial assets	10,347,122	7,804,446	2,542,676
Departmental net debt	**5,113,074**	**7,311,084**	**(2,198,010)**
Total non-financial assets	7,521,564	6,853,470	668,094
Departmental net financial position	**2,408,490**	**(457,614)**	**2,866,104**

[1] Note: During the preparation of CAS's financial statements for the fiscal year ended March 31, 2014, errors were identified in the financial statements of prior periods. The corrections have been reported retroactively and comparative information has been restated. These are related to the capitalization of salary costs and the accounting treatment of certain tangible capital assets.

Financial Statements

Statement of Financial Position

Liabilities: CAS's total liabilities as at March 31, 2014 were $15,460,196 ($15,115,530 as at March 31, 2013).

- *Accounts payable and accrued liabilities*: The balance as at March 31, 2014, was $3,975,110 ($3,160,034 as at March 31, 2013). The increase of $815,076 is mainly due to an increase in accounts payable to external parties as a result of many projects in Information Technology, Security and Facilities being in progress.
- *Vacation pay and compensatory leave*: The balance as at March 31, 2014, was $1,984,319 ($2,047,330 as at March 31, 2013). Vacation pay and compensatory leave remained stable compared to the previous fiscal year.
- *Deposit accounts*: The balance as at March 31, 2014, was $7,194,421 ($6,776,478 as at March 31, 2013). Because they reflect many separate decisions of the courts, deposits cannot be projected and the balance in the deposit accounts can vary significantly from year to year.
- *Employee future benefits*: The balance as at March 31, 2014, was $2,306,346 ($3,131,688 as at March 31, 2013). Significant changes were made to the employee severance pay program beginning in 2011-12. These changes have resulted in a decrease in employee future benefits over the past three years.

Assets: Total assets signify the ability of CAS to provide future services to the courts and thereby to ensure access to justice for Canadians. CAS's total gross assets as at March 31, 2014, were $18,847,592 ($16,735,856 as at March 31, 2013).

- *Gross financial assets*: The balance as at March 31, 2014, was $11,326,028 ($9,882,386 as at March 31, 2013). This increase of $1,443,642 is mainly due to an increase in the amount due from the CRF. This amount represents the net amount of cash that CAS is entitled to withdraw from the CRF without generating additional charges against its authorities.
- *Financial assets held on behalf of Government*: The balance as at March 31, 2014, was $978,906 ($2,077,940 as at March 31, 2013). These assets consist primarily of accounts receivable from another governmental organization; an example is the allocation to the Department of Employment and Social Development of the costs of administering Employment Insurance cases in the courts.
- *Net financial assets*: The balance as at March 31, 2014, was $10,347,122 ($7,804,446 as at March 31, 2013). This amount represents gross financial assets less financial assets held on behalf of the Government.
- *Non-financial assets:* The balance as at March 31, 2014, was $7,521,564 ($6,853,470 as at March 31, 2013). Non-financial assets consist of the tangible capital assets that are essential for the successful delivery of services required by the courts. Computer hardware and software (including assets under construction) totaled 33% of non-financial assets in 2013-14, while leasehold improvements accounted for 52%. Combined, these categories currently account for 85% of CAS's tangible capital assets.

  Investment in capital assets is crucial for maintaining secure modern facilities, updating technological infrastructure and information systems, and maintaining a reliable fleet of vehicles. CAS spent $1,749,478 on the acquisition of tangible capital assets in 2013-14 ($1,640,872 in 2012-13). Of this amount, $758,926 related to computer hardware and software, $652,883 related to machinery and equipment and $276,580 related to leasehold improvements. Other acquisitions of $61,089 were for furniture and fixtures, and vehicles.

Departmental Net Debt: CAS's departmental net debt (total liabilities less total net financial assets) was $5,113,074 as at March 31, 2014, ($7,311,084 as at March 31, 2013). Departmental net debt provides a measure of the future authorities required to pay for past transactions and events.

Departmental Net Financial Position: CAS's departmental net financial position (total non-financial assets less departmental net debt) was $2,408,490 as at March 31, 2014, (compared to $457,614 as at March 31, 2013). Departmental net financial position represents the net resources (financial and non-financial) that will be used to provide future services to the courts and thereby to benefit Canadians.

Further Financial Information

The Financial Statements are available on-line at: http://cas-ncr-nter03.cas-satj.gc.ca/portal/page/portal/CAS/DPR-RMR_eng/dpr-rmr-2013-14_eng/fs-ef-2013-14_eng

Further financial details are provided in the "Financial Statement Discussion and Analysis" available on-line at: http://cas-ncr-nter03.cas-satj.gc.ca/portal/page/portal/CAS/DPR-RMR_eng

APPENDIX I
Acronyms

AC – Audit Committee

CAS – Courts Administration Service

CRF – Consolidated Revenue Fund

DARS – Digital Audio Recording System

HRMP – Hearing Risk Management Process

IM/IT – Information Management and Information Technology

GST – Goods and Services Tax

SMC – Senior Management Committee

TRA – Threat and Risk Assessment

APPENDIX II
Glossary

Term	Definition
Appeal from Federal Court (Final Judgment)	A proceeding instituted in the Federal Court of Appeal challenging a final judgment of the Federal Court.
Appeal from Federal Court (Interlocutory Judgment)	A proceeding instituted in the Federal Court of Appeal challenging an interlocutory judgment of the Federal Court.
Application for Judicial Review	A proceeding instituted challenging the decision of a federal board, commission or tribunal (section 28).
Application for review of a direction	A proceeding instituted to review a direction of a military judge.
Application for review of an undertaking	A proceeding instituted to review the conditions of an undertaking.
Bijural	Applies to Canada's two systems of law: the common law and the civil law.
Consolidated	When different cases that have the same parties or have certain elements in common are heard together.
Days in Court	Each court sitting day where a registrar attends in person or by teleconference.
Directions	Instructions by the Court, written or oral.
Dispositions	Proceedings concluded by way of judgment, discontinuance or other documents.
Files prepared for hearing and heard in Court	Number of appeals, trials, judicial reviews, motions, teleconferences and meetings heard by the court.
Judgments	Decisions of the court.
Not Perfected	When the parties have not yet done everything required of them, according to the rules or orders of the court, in order for the case to be ready to be scheduled for a hearing.
Notice of Appeal	A proceeding instituted to appeal a decision of the Court Martial Appeal Court of Canada (verdict and sentence).
Notice of motion commencing an appeal	A proceeding instituted for release of detention pending a decision on the appeal.
Orders	Decision rendered by the courts.
Perfected	When the parties have complied with the rules or orders of the Court, in order for the case to be ready to be scheduled for a hearing or disposed of by the Court.

Term	Definition
Proceedings Instituted or Filed	A matter or cause before the Court which includes appeals, actions, applications, applications for leave and for judicial review and where provided for by federal statutes, administrative proceedings such as the ones instituted by the filing of certificates, decisions or orders of federal boards, commissions or other tribunals in the registry of the Federal Courts for the purpose of enforcement.
Prothonotaries	They are appointed under the ***Federal Courts Act*** (s. 12). They are full judicial officers and exercise many of the powers and functions of Federal Court judges. Their authority includes mediation, case management, practice motions (including those that may result in a final disposition of the case, regardless of the amount in issue), as well as trials of actions in which up to $50,000 is claimed (see Rules 50, 382, and 383 to 387 of the ***Federal Courts Rules***).
Recorded Entries	Entry and identification of a document in the Courts and Registry Management System.
Reserved	Proceedings set aside or Decision that is not rendered immediately after a case has been heard or argued.
Scheduled for hearing	Proceedings in which a hearing on the merits has been scheduled.
Specially Managed Cases	A proceeding that has been assigned to a specific judge.
Stayed	When a case is placed "on hold". For example, where another related decision is to be made before the case can be continued.

APPENDIX III
Contact Us

National Capital Head Quarter

Courtrooms and Registry Operations of the Federal Court of Appeal, Federal Court and Court Martial Appeal Court of Canada

Thomas D'Arcy McGee Building
90 Sparks Street
Ottawa, Ontario
K1A 0H9
Telephone:
FCA/CMAC: 613-996-6795
FC: 613-992-4238
Fax:
FCA/CMAC: 613-952-7226
FC (Non-Immigration): 613-952-3653
FC (Immigration): 613-947-2141
TDD: 613-995-4640

Toll free numbers:
FCA: 1-800-565-0541
FC: 1-800-663-2096
CMAC: 1-800-665-3329

Registry and courtrooms of the Tax Court of Canada

Centennial Towers
200 Kent Street
Ottawa, Ontario
K1A 0M1
Telephone: 613-992-0901
Fax: 613-957-9034
TTY: 613-943-0946

Toll free number:
TCC: 1-800-927-5499

Information on **Regional and Local Offices** can be found on CAS website at:
http://cas-ncr-nter03.cas-satj.gc.ca/portal/page/portal/CAS/locations_eng

www.cas-satj.gc.ca